



CITY OF CARLSBAD
2005-2006

BUDGET OVERVIEW

Our mission is to provide top quality service to our citizens and customers in a manner that enhances the quality of life for all who live, work and play in Carlsbad.

Effectively Managing Today's Resources For Tomorrow

Strategic Goals

Through annual vision statements, Council defines and clarifies their vision of Carlsbad. These goals are the basis for the development of the operating budget. The 2005-06 Strategic Goals are:

Balanced Community Development

A city that connects community, place and spirit, through balanced and economically sustainable land uses.

Citizen Connection and Partnership

A city that embraces Community connectivity through the effective use of technological and interpersonal mediums.

Communication

Ensure that community members, Council and staff are well informed, continuing to be a more responsive government while providing a high level of citizen confidence in its government.

Environmental Management

An environmentally sensitive community by focusing on: conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.

Financial Health

Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively.

Learning, Culture & Arts

Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.

Parks / Open Space / Trails

Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.

Top Quality Services

A city that provides exceptional services on a daily basis.

Transportation / Circulation

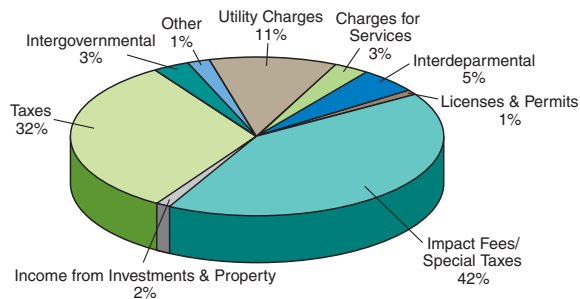
Provide and support a safe and efficient transportation system that moves people, services and goods throughout Carlsbad.

Water

Ensure, in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

Where The Money Comes From ...

Estimated Revenues \$281.5 million

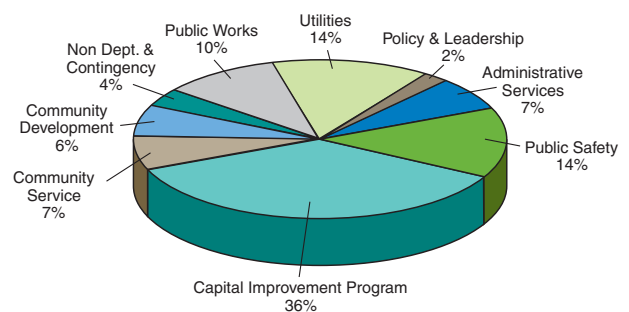


The City has a mixture of **revenue** sources, listed below are the top three:

- **Impact fees/Special taxes** are funds received from property owners. They can include fees to mitigate the impact of development and for the replacement of infrastructure such as water and sewer lines.
- **Taxes** include the City's share of sales and property taxes, transient occupancy taxes (hotel taxes), franchise taxes, and others. See the back page for a breakdown of how much Carlsbad receives.
- **Utility Charges** are revenues received by the Enterprise funds. Enterprise funds are similar to a business in that rates are charged to support the operations that supply a service such as, water and sanitation services and solid waste management.

Where The Money Goes ...

Adopted Budget \$247.1 million



The **Adopted Budget** is comprised of the Operating Budget and the Capital Improvement Program.

- The **Operating Budget**, which funds the day-to-day operations such as Police, Fire, Library and Recreation activities, accounts for \$158.4 million or 64% of the total adopted budget.
- The City's **Capital Improvement Program (CIP)** makes up the remaining \$88.7 million or 36% of the total. CIP Projects are generally defined as construction (or reconstruction/replacement) of major infrastructure such as streets, libraries, parks, administrative facilities, as well as water and sewer facilities.

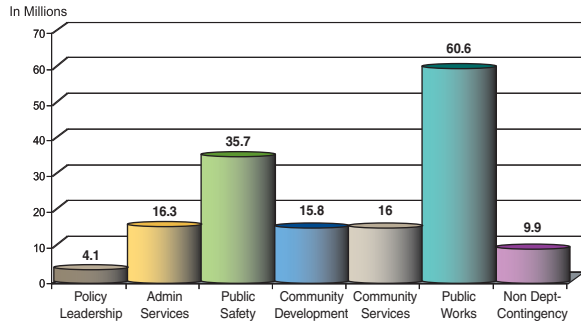
City of Carlsbad Finance Department

1635 Faraday Avenue • Carlsbad • CA • 92008-7314 • 760.602.2430

Visit us on our web site at: www.carlsbadca.gov/finance

2005-06 Operating Budget

2005-06 Operating Expenditures \$158.4 Million



The **2005-06 Operating Budget** funds the ongoing operations and services of the City and is categorized by major service area (MSA). The MSAs represent the key businesses of the City.

The **Policy and Leadership** group encompasses all elected officials and the chief executive offices for the City. These include the offices of City Council, City Manager, Communication, City Clerk, City Attorney, and City Treasurer.

The **Administrative Services** MSA includes finance, records management, human resources, purchasing, information technology, health insurance, risk management, and workers' compensation. These areas mainly provide services to internal City departments.



Public Safety services include all of the police and fire programs such as police patrol, vice/narcotics, juvenile diversion and DARE programs, fire prevention, emergency operations, and disaster preparedness. This year the Police department will be hiring two new corporals and a crime analyst.

This will allow the department to focus on community-oriented policing and increase efficiency. The Fire department will be putting into service a new ladder truck that will provide better service and coverage for the citizens of Carlsbad.



Community Development provides the services that guide and oversee the planning and development of Carlsbad as depicted in the City's General Plan. The General Plan is the City's "constitution" that expresses the goals and public policy relative to future land use. Also included under Community Development are the housing and redevelopment programs. The Community Development Division will be conducting a Development Process Review (DPR) in 2005-06. The DPR will analyze the planning, building, land use engineering and fire prevention functions to identify



potential process improvements, and recommend specific actions to improve overall operations. The goal is to make the Community Development Division more efficient and user-friendly to the citizens.

Community Services

is made up of the library, recreation, cultural arts, and seniors programs. These programs provide opportunities for all citizens in the community. The library is researching an exciting new direction in the next year. The marketplace service approach will provide a cozy bookstore-style marketing of collections, consolidation of services and amenities like food and specialty coffee. Registration for the city's recreation programs is available on-line through the City's web site.



Public Works, the largest service area, is responsible for the building and maintenance of all of the City's infrastructure and facilities and for the provision of utility services. It is comprised of the engineering, parks, streets, facilities, fleet, water, and sewer departments.

The **Non-Departmental and Contingency** accounts include programs benefiting the City as a whole such as community promotions, community contributions and assessment services.

New Capital Improvement Projects

The **2005-06 Capital Improvement Program** provides the funds for the construction (or reconstruction) of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities. Some of the notable capital projects that will be worked on next year include the following:

Civic Projects

Preliminary planning for a **Civic Center** has begun. The Civic Center will provide a gathering place for the community as well as consolidating City administrative operations into a centralized location. It also may include a variety of other services and recreational opportunities for citizens and visitors.

Fire Station No. 6 will be relocated from the temporary station to a 6,200 square foot permanent facility along the east side of Rancho Santa Fe Road. This fire station is required to ensure a five-minute response time within the southeast part of the City as development in that area occurs. The estimated costs for the station is \$5.4 million.



The **Safety Training Center** was authorized under Proposition C in 2002. Preliminary design work is underway. The center is envisioned to be a multi-function training complex for the City's safety services. A centralized facility will provide a more efficient, effective approach to a wide range of critically important training needs.

The **Library Learning Center** will provide a permanent location for the Adult Learning and the Centro de Información programs. The existing building adjacent to Holiday Park will be remodeled and a second story with approximately 5,000 additional square feet will be added for an estimated cost of \$3.1 million.

Park Development



Initial site clearing has begun on the city's new **18-hole Championship Golf Course**, which is scheduled to open in 2007. The golf course will be located along the north side of Palomar Airport Road at Hidden Valley Road.

The estimated costs for building and start up expenses are \$45.3 million. The project will include a 23,000 sq. ft. clubhouse and the total course length will be 6,850 yards. Half of the 400-acre Carlsbad Municipal Golf Course will be preserved for habitat and will help tie together more than 1,000 acres of open space in the central part of the city.

Poinsettia Park Community Center will be expanded in the upcoming year with the addition of seven new tennis courts. The total costs of the project are expected to be \$11.6 million.

The 1st floor area of the existing **Senior Center** will be remodeled to include additional amenities for the senior community. These may include items such as an exercise room, art room, TV room, multi-purpose room, game room, health screening room and a computer room. The 2nd floor will be remodeled to house City offices. The total estimated costs for the remodel will be approximately \$1 million.

There are three **New Parks** opening next year. The table shows the anticipated opening timeframe. The parks and recreation departments will be hiring 6.1 full time equivalent employees to staff and maintain the three parks with an annual cost of \$680,000.

NEW PARKS OPENING 2005-06

	EXPECTED OPENING	ANNUAL COSTS	PERSONNEL
Aviara Park	Summer 2005	\$ 400,000	4.10
Hidden Canyon	Fall 2005	130,000	0.75
Pine Avenue	Summer 2006	150,000	1.25
Total Parks/Rec.		\$ 680,000	6.10

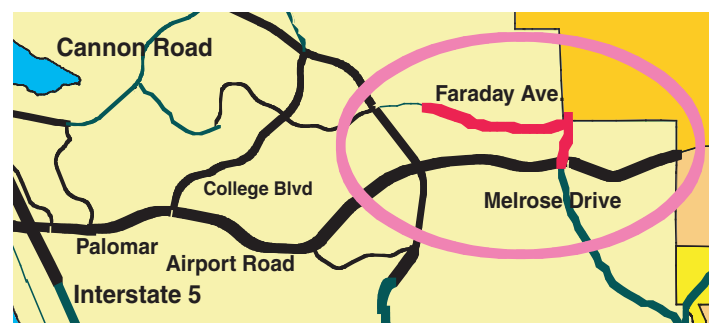
The **Recycled Water** facility will also open this year and it will be run through a contract with the Encina Wastewater Authority (EWA). At its peak, this project will provide four million gallons per-day of recycled water to offset the City's use of potable water. The City will hire 2 full time employees for this project.



Another exciting new project being designed is the **Alga Norte Park and Aquatic Center**. This is a 33 acre park in the Southeast Quadrant with ball fields, picnic areas, tot lots, a skate park, a dog park, restrooms, parking facilities, and an aquatic center. The aquatic center may include a 50-meter competition pool, an instructional pool and a therapy pool as well as a water play area. The total complex is budgeted at \$30.5 million with \$12.6 million allocated to the park and \$17.9 million for the aquatic center.

The City Council remains committed to the **Citywide Trails Program** and this year will add an additional 8.5 miles of trails into the already existing 12.5 miles. To help keep up the expanding trails system, Council has authorized hiring a new full time maintenance worker.

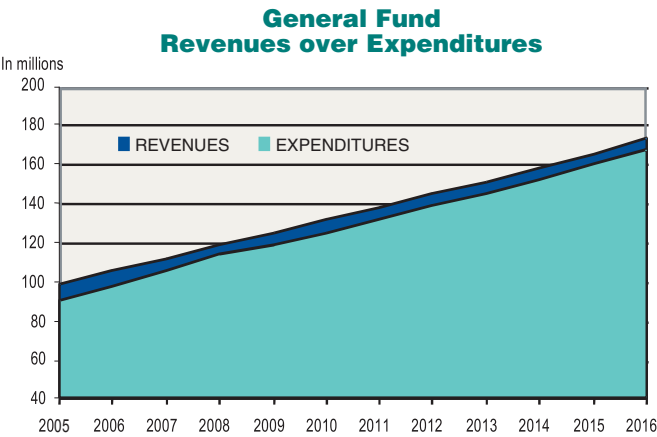
Streets



The **Faraday Avenue and Melrose Drive Extensions** will provide long-awaited links between Vista and Carlsbad. Melrose Drive will be extended from the Vista border to Palomar Airport Road and Faraday Avenue will go from the border to link up with the existing Faraday Avenue at El Camino Real. This project is being built by the developers in the area and reimbursed from the proceeds of a bond issue.

Looking Forward ...

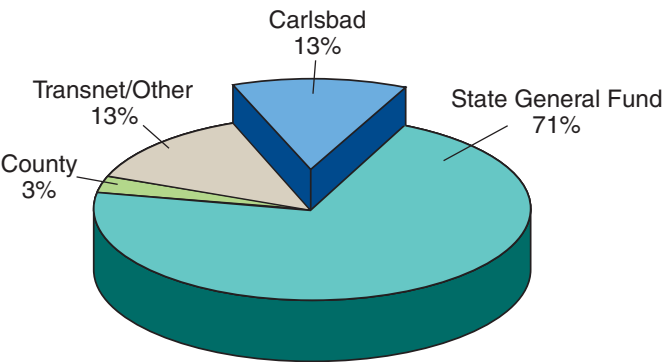
10 Year Forecast



Financial Health is a top priority of the City Council and an important aspect in developing the budget for the City. The City prepares a **Ten-year Forecast** for the General fund each year in order to understand the impact of actions taken today on the City's future. There are many new City facilities such as parks and civic facilities, that will add operating costs to the City's General fund budget as they are completed and opened for use. The forecast incorporates the operating costs of these new facilities and helps the City achieve the goal set out by council to maintain a **balanced budget**. The forecast graph shows that the General fund is balanced into the future with a slight surplus in each year (less than 5%). For 2005-06 anticipated revenues are forecasted to exceed expenditures by approximately \$7.5 million dollars. Any surplus funds at the end of the year will be added to the City's fund balance to pay for unanticipated expenses or other "one-time" costs.

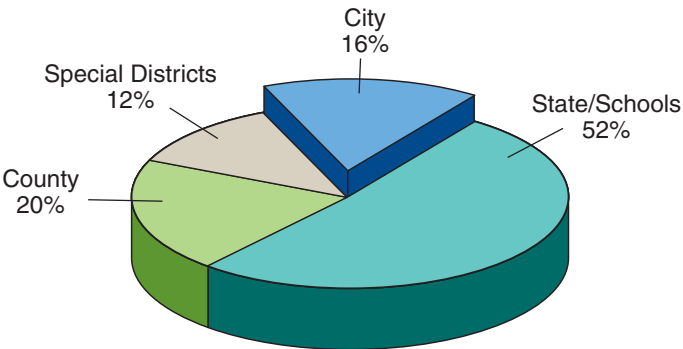
Sales Tax:

Does a dollar spent in Carlsbad, stay in Carlsbad?



Property Tax:

Where do my property taxes go?



City of Carlsbad 2005-2006 Budget is Available

- Copies of the detailed budgets are available for purchase through the Finance Department.
- Reference copies are available at the Carlsbad Dove and Cole libraries, City Clerk's Office, and the Finance Department.



- Budget is also available for viewing on the City's web site www.carlsbadca.gov/finance
- For information contact the City of Carlsbad, 1635 Faraday Ave., Carlsbad, CA 92008 or call (760) 602-2430.

Key Statistics

Date of Incorporation	July 16, 1952
Type of City	General Law
Form of Government.....	Council/Manager
Area.....	42.19 square miles
Population	95,146
Net Assessed Valuation	\$15,741,121,590
Miles of Streets	295
Fire Stations	6
Firefighters and Officers	73
Police Stations	1
Sworn Police Officers	109
Water Connections	25,900
Parks	39
Area of Parks (inc. Open Space)	920 acres
Libraries.....	2
Authorized Full Time City Employees.....	660